

21 March 1955

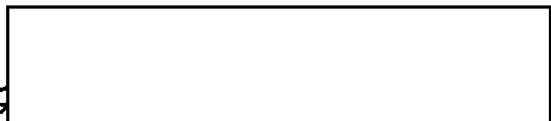
MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Survey of the Office of Current Intelligence

1. The enclosed survey sets forth for your consideration conclusions, recommendations and supporting data on the Office of Current Intelligence.

2. The recommendations in this survey are essential for correction of the deficiencies in the Office of Current Intelligence. Forwarded herewith is a memorandum for your signature which designates the Deputy Director (Intelligence) as Executive Agent for implementing these recommendations and which requests that a report on the action taken be rendered to you not later than 1 May 1955.

FOIAB6

  
Lyman B. Kirkpatrick  
Inspector General

cc: DDCI  
DD/I  
AD/CI

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OFFICE OF CURRENT INTELLIGENCE

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SURVEY OF THE OFFICE OF CURRENT INTELLIGENCE

I. Scope, Objective, and Summary of Survey

A. This survey has consisted of a comprehensive inspection of the Office of Current Intelligence and discussions with representatives of: (1) officers and offices which OCI is responsible for supporting; (2) offices which are responsible for providing current intelligence support to OCI; and (3) departments and agencies which are receiving OCI publications.

B. Within this scope, the purpose of this survey has been to determine whether OCI is performing the proper functions and whether it is performing its present functions effectively and efficiently.

C. OCI developed out of two organizations in CIA: The COMINT Division of the Office of Reports and Estimates and the Advisory Council which served as the Director's Staff for COMINT matters. During the reorganization of intelligence production in CIA in October of 1950, the COMINT Division was removed from ORE's jurisdiction and merged with the Advisory Council with the intention of establishing an Office of Special Services into an all-source office of current intelligence which would produce a new CIA Daily and furnish current intelligence to support ONE and the Director. To enable the new office to process all sources, [ ] employees of the defunct regional divisions of ORE were added to the [ ] who had constituted the transient Office of Special Services. From this initial strength of [ ] employees, OCI has grown to a personnel ceiling of [ ] individuals. The FY 1955 budget of the Office is [ ] which includes [ ] for the DD/I overseas contingents. In addition, the printing and reproduction costs of its publications total about [ ] annually.

D. This survey finds that OCI has become a miniature reincarnation of ORE and certain of the basic criticisms of the Dulles-Jackson-Correa Report are almost as applicable today to OCI as they were to ORE in 1949. OCI is producing a variety of briefings and 15 publications with a total distribution of 2,150 copies. These briefings and publications involve varying degrees of research and production in areas for which other offices and agencies have been assigned primary responsibility or dominant interest. OCI's size and the scope of its activities are out of proportion to the Director's and the Agency's responsibilities, obligations and needs.

E. Curtailment of OCI's intelligence-producing activities to conform to the intent of the National Security Act and the conclusions of the Dulles-Jackson-Correa Report should permit a reduction of at least 50 percent in the [ ] positions allocated in FY-1955 to OCI's function of producing all-source current intelligence. A 50 percent reduction could result in an annual saving to the Agency of not less than [ ]

F. As CIA COMINT Staff Officer, the AD/CI has broad responsibilities relating to all COMINT activities of the Agency, and he represents the interests of all CIA as its voting member of USCIB. The functions of the CIA COMINT Staff

Officer can be performed adequately only at the level of the DCI and should not be a part-time assignment in conjunction with the administration of a producing office. The potential of COMINT must be more vigorously developed. The Agency's needs and the Director's responsibilities are not receiving adequate support in the COMINT field, and at the same time the Agency's current intelligence effort is not receiving the full-time attention it requires. The dual functions performed by the AD/CI are separable and should be separated.

G. The Agency COMINT service functions performed by OCI, which are in addition to the production of current intelligence, duplicate central services provided by other offices of the Agency. A central service for processing collection requirements, the dissemination of intelligence material, and the conduct of liaison with other agencies and departments is provided by OCD. The responsibilities of the AD/CI for administration of the Agency's COMINT Security Program duplicate to a large extent those of the Agency Security Office, and it is unwise to have two Directors of Security in CIA.

H. There is an inherent danger that OCI's publications and briefings will cause embarrassment to the Director by stating a substantive opinion which is not necessarily sound. OCI produces too many publications and too large a volume of material to ensure that each item receives the necessary degree of mature consideration and authoritative coordination, particularly in the fields of dominant interest of the Services and the Department of State. In these fields there is serious doubt that OCI has the necessary depth of analysis, background and perspective to evaluate current intelligence as adequately as these agencies. In addition, OCI often goes beyond proper current reporting and makes estimates which not only impinge on the responsibilities of ONE but in themselves are dangerous because they are not based upon complete analysis of all available information.

I. OCI's publications receive wide internal and external dissemination and generally are well received. Those publications initiated in response to the needs of the President and the Executive Secretary of the NSC are no longer tailored to these needs. OCI's publications seldom receive the personal attention of senior policy making officials. In general, the primary use of OCI's publications in other departments and agencies is by briefing officers and analysts as a source of material for oral briefings of civilian and military department heads and for background and reference purposes. Because of its emphasis on formal publications, OCI's support for other components of the Agency is more expensive and less responsive than it should be. In effect, much of OCI's output is for the use of other departments and agencies which CIA has no responsibility to support.

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### III. DISCUSSION

#### A. Mission and Functions of OCI

##### 1. General

a. The only Agency-approved statement of the mission and functions of OCI is in [REDACTED] 10 August 1954 (See Tab A), which states that the AD/CI "is charged with producing all-source current intelligence and with providing special intelligence services," and assigns him the following functions:

(1) "Produce all-source current intelligence, consulting as appropriate with other offices and agencies."

(2) "Provide an all-source situation room for the Director of Central Intelligence and other authorized officials."

(3) "Maintain the Agency Duty Officer Watch and alert the United States officials concerned in the event of receipt of critical information."

(4) "Perform special functions as specified by the Director of Central Intelligence."

b. This brief and general statement of the mission and functions fails to depict the current activities of the Office. Many of the deficiencies revealed in this survey have been caused in large measure by the lack of an Agency-approved detailed statement of specific current intelligence-producing functions to be performed by the Office.

c. It is recommended that the AD/CI be directed to prepare for the Director's approval a detailed statement of functions against which the activities of the Office can be periodically reviewed by the DD/I.

##### 2. Production of All-Source Current Intelligence

a. Under its broad function of producing all-source current intelligence, OCI is producing a wide variety of briefings and publications, which involve varying degrees of research and production in areas for which other offices and agencies have been assigned primary responsibility or dominant interest. (See Appraisal of OCI's Publications and Briefings presented in paragraph B., page 15.) The coverage of most of its publications duplicates, at least in part, the coverage of publications of other agencies. Most of its activities have either been self-initiated or undertaken in response to verbal directives and there is an almost complete lack of authoritative statements as to the purpose to be served by each of its briefings and publications. Some of its activities have been continued without recognition of changing circumstances. In addition, the DD/I has authorized OCI to produce estimative material. (See Tab B) OCI's size and scope of activities are out of proportion to the Agency's and the Director's responsibilities, obligations and needs.

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B. Appraisal of OCI's Briefings and Major Publications

1. Introduction

a. This section of the survey is an appraisal of OCI's briefings and major publications in terms of: (1) their validity in the light of the Agency's and the Director's current intelligence responsibilities, needs, and obligations; and (2) their value as revealed by discussions with consumers inside and outside the Agency.

b. OCI is producing 15 publications in addition to Intelligence Memoranda with a total distribution of 2,150 copies. (See Tab C.)

2. Briefings

a. Two of OCI's important activities are preparing the Director's briefings for the National Security Council and presenting periodic briefings to the White House Staff. These activities are being carried out effectively, although there is need for greater emphasis on coordination with other agencies. On at least one occasion the Director and the Chairman of the Joint Chiefs of Staff have given the President conflicting information on military subjects. While representatives of OCI stated that they coordinate all important military items with the Services, it appears that this coordination is not authoritative. Coordination with State Department varies from division to division and at best is spasmodic and informal.

b. It is recommended that material for briefings for the NSC and the White House Staff be authoritatively coordinated with other IAC Agencies in order that the Director may be apprised of divergence in views.

c. OCI also briefs ambassadors and attaches, Congressmen, other government officials, and ad hoc government committees. In particular, time has been spent in providing briefings in New York to General Babcock of Ambassador Lodge's Staff. It has not been possible in this survey to determine the value of these briefings to the individuals receiving them. However, they appear excessive and every effort should be made to limit them to an essential minimum.

d. OCI gives briefings twice weekly in the Situation Room and each briefing is presented twice. Initially the briefings were intended for Assistant Directors and more senior officials as well as working-level personnel. The briefings are now attended almost exclusively by the latter group, and the AD's of the DD/I offices receive a short briefing at the DD/I's weekly luncheon meeting. Attendance at the Situation Room briefings varies according to the subject matter, and periodic efforts are made to increase it. The preparation of these briefings takes valuable time of the analysts away from more important activities. The time required for preparation and presentation of the Situation Room briefings is not worth the effort inasmuch as their present limited value of broadening the knowledge of working-level personnel can better be accomplished through reading the finished intelligence of the various IAC Agencies.

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